

**Progress Report prepared for One-Stop
System Building Grantee meeting in
Atlanta, Georgia - March 4, 1997**

MARKETING FEE BASED SERVICES TO THE BUSINESS COMMUNITY

*A unified marketing strategy campaign
for a collaborative of agencies that share a focus on
the workforce development needs of Silicon Valley*

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GRANT GOAL and OBJECTIVES

Goal:

To develop and implement new and innovative, fee-based, customer-driven services and products and a collaborative strategy for marketing those commodities to the private sector.

Objective #1:

To educate and train collaborative partner agencies in marketing communications techniques

- Marketing 101 Workshops

Objective #2:

To provide venture capital funds to partners who want to develop and/or enhance a fee service

- Mini-grants
- Services to become self-sustaining in one year

Objective #3:

To develop collaborative marketing materials and a marketing strategy for penetrating the corporate arena

- Materials to include private sector testing
- Marketing strategy to include sales techniques

A Collaborative Marketing Campaign - Progress as of March 4, 1997

This grant was initially proposed to address our collaborative need to develop new and innovative, customer-driven services and a strategy for marketing those services to the private sector using a professional, competitive approach.

The agencies that originally partnered to develop the grant proposal are:

Employment Development Department (inc. Labor Market Information Division)
Foothill DeAnza Community College District
Mission/West Valley Community College District
Nova Private Industry Council
Occupational Training Institute
Silicon Valley Small Business Development Center
Sunnyvale Center for Innovation, Invention Ideas (SCI3)
Sunnyvale Public Library

While the collaborative presumes to be an expanding effort, these partners, currently called the Marketing Design Group (MDG) of the Silicon Valley Workforce Development Center, have been collaborating as a group for over five months. Other agencies interested in partnering in this one-stop effort are: Columbia Neighborhood Center, Greater Avenues for Independence (County Department of Social Services), Center for Applied Competitive Technologies, Adult Education and Project Hired (employment opportunities for individuals with disabilities).

Each of the partner organizations has a specific expertise and the capacity for expanding and customizing its product/service for the consumer. System Building grant funds are providing the venture capital to develop and/or expand commercially marketable fee based services. These funds are making it possible for each partner to target those activities that will augment the capacities of their product/service to meet the needs of their customers, and at the same time generate enough revenue to offset the increased costs.

Grant funds cover the following expenditures:

1. Marketing Communications Workshops for partner staffs training.
2. Mini-Grants for partners to develop or enhance fee-based services.
3. A MARCOM consulting agency to develop collaborative marketing materials and a marketing strategy.
4. Project staff and related costs: 1 full-time project coordinator, 5% of a manager.

Deliverable # 1: Educating/Teaching Marketing & Strategic Planning Techniques to Collaborative Partners.

Meetings of the representatives from each of the partner agencies known as the Marketing Design Group (MDG) were calendared to meet on a regular basis. The first project objective was to educate the collaborative in better ways to market their products and services to the private sector. Marketing Education facilitators and programs were researched and scheduled. The following training/workshops have been successfully conducted:

- ? November 21: Panel Presentation, 5 marketing experts—*Developing a Marketing Process for Gaining New Expertise in marketing to the Private Sector with a focus on HOW TO Survey Customers' Needs*.
- ? December 17: So. CA. EDISON, Dina Lane, Program Manager—*Marketing (for Non-Profits)*
- ? January 16: SOCRATIC Technologies, Bill MacElroy, President—*Who Are Those guys and What Do They Want From Me* (techniques for research your potential market).
- ? January 23: AGORA Marketing International, Maxine & Ron Bingham, Principals—*Marketing Services to the Private Sector: Connect Marketing Efforts with Business Goals*.
- ? January 31: TACTICS, Dave & Traci Millman, Principals—*Quickly Growing Sales of Workforce Development Services*.

A panel of marketing experts kicked-off the marketing education program on November 21, 1996. The panel was very effective in getting the audience to think about marketing and communications more seriously. Each expert covered a different aspect of marketing. The experience offered a wide breadth of information at one gathering giving an overview of each step toward getting our services known to prospective customers.

On December 17, 1996 the partners and other community services representatives attended a marketing seminar sponsored by the National Enterprise Council and Southern California EDISON International Company. The seminar topic was *Marketing for Growth and Profit*. The outcome of this activity was an overall higher consciousness of the need to educate the private sector of the services and products offered by the partner agencies, and to enhance economic and business development opportunities by creating an infrastructure for sustained and continual growth.

There were three workshops in January and they all were evaluated by the attendees as effective and very informative.

The workshop "Who Are Those Guys and What Do They Want From Me?" was presented by a marketing management and research expert. The presentation introduced the four major branches of market research:

- 1) Qualitative Research - (focus groups, one-on-one interviews and observational research);
- 2) Quantitative Research - (surveys and numerical based studies);
- 3) Syndicated Research - (purchased data or reports; and
- 4) Data Mining (database analysis using new, advanced methodologies).

The consensus of the attendees was that the workshop raised their consciousness about how to use research in determining the needs and wants of their target market.

The second workshop entitled "Marketing Services to the Private Sector" was presented by a team of seasoned marketing and public relations consultants. Their focus was to give the workshop participants a guideline for how to connect marketing efforts with business goals. The idea of changing product/service/program names and or terminology to describe them in order to sound less government and more corporate/business is a major consideration of the collaborative. For example, we began to realize that our "umbrella" name, Silicon Valley Workforce Development Center, is government jargon and should be replaced with something more descriptive and "catchy."

The "Quickly Growing Sales of Workforce Development Services" workshop presented a better understanding of the difference between marketing and sales and how they work together. Up to this point, the collaborative recognized the value of public relations and marketing, but the concept of sales took them out of their comfort zone. The unanimity of the group is that they want more sales training as they feel it is their weakest area.

Measurement: The success and/or effectiveness of these workshops have been measured by the evaluation responses.

The participants were interested in learning more about MARCOM disciplines by attending supplemental training on their own. Spring offerings include a seminar series sponsored by a professional business marketing association. A few of the topics to be covered will be: *MARCOM Planning & Budgeting, Advertising & PR Practices, Media Selection & Evaluation, Legal & Ethical Issues in Advertising & Marketing, Telemarketing Techniques, Direct Mail/Marketing and Print Production and Pre-Press.*

Deliverable #2: Mini-Grants: Development of New Services.

The second project objective was to provide seed money for interested partners to develop and/or enhance a fee service. The group collaborated in designing the application process including evaluation procedures. One of the major criteria for the proposal was that the service or product needed to have a good chance of becoming self-sustaining within one year.

The applications were distributed to the partners in mid November 1996. Seven proposals were received and reviewed by the collaborative. Applicants provided a verbal explanation of their proposals to the collaborative members. One application was eliminated as it did not contain a plan for self-sufficiency. Six were recommended and approved by Private Industry Council.

Measurement: The MDG rated each of the proposals on the following criteria:

- ? How well the product/service being proposed addressed the advancement of workforce development in our region;
- ? The ability of the product/service to become self-sufficient within one year;
- ? The benefit of the product/service to the partners and their collaborative image; and
- ? The suitability of the proposed budget.

In addition, each awardee is held accountable for their mini project by providing a bi-monthly activity report on their progress, timelines being met, budget expenditures. Project recipients will also submit a follow-up report in September 1997 stating whether or not the project proved to be self-sustaining. Activities and benchmarks are on target.

Deliverable # 3: Marketing materials and a marketing strategy.

The collaborative implemented a process for selecting a marketing consultant to work with the group. This consultant will assist the partners with the development of their marketing materials/collateral and the implementation of a marketing strategy,

A Request for Proposal (RFP) was developed in December 1996 and was submitted to eighteen consultant agency candidates. Five proposals were received and reviewed by the MDG Screening Committee. Two finalists were invited to present their proposals to the full collaborative team. Following the presentations, the collaborative continued to meet to share their evaluations of the two candidates. The team was practically split down the middle. They agreed to have both candidates return for a second round to allow for a question and answer session in their areas of concern. Following the second round, the decision was unanimous. The agency chosen was selected for their high-tech and innovative approach to reaching the corporate arena of Silicon Valley. They also included an added value: training in consultative sales techniques. This, you may recall, was the missing skill for most of the collaborative members.

The partners and the consulting team met for their first marketing strategy planning session on February 28, 1997. They reviewed and discussed project assumptions, process and marketing challenges each organization faces as well as what has been successful and unsuccessful in past marketing efforts.

Project Funding:

The total project funding is \$235,480.

List of Agencies Awarded Mini-Grant Funding on January 29, 1997 by the NOVA PIC Private Industry Council

Agency:	Sunnyvale Center for Innovation, Invention and Idea	Amount: \$10,055
Project:	To expand their videoconferencing capabilities in order to make the existing equipment accessible to the general public. Currently, the system is tied to a secured government line. Proposed funds are primarily for the purchase and installation of the equipment. Some funds are requested for staff time and marketing materials.	

Agency: NOVA Private Industry Council Amount: \$10,000
Project: To assess and assist individuals to enhance critical personal communication and business skills, often called the "soft skills." This service could be customized and would be available to employers for their current employees and prospective hirees as well as to individual customers wanting the information for self-enhancement. Proposed funds would purchase the assessment tools, develop and produce affiliated marketing materials and provide staff time to develop and market the service.

Agency: Foothill-De Anza Colleges Business and Industry Institute Amount: \$ 6,300
Project: To develop and market employment training classes for incumbent workers of small businesses, based on the survey responses and needs of small business owners in the North Santa Clara County region. The development of the classes, instructors, staff and evaluation instruments will be provided with in-kind funds. Proposed Mini-Grant funds will cover the cost of brochures, ads, focus group planning and materials, and a direct mail campaign.

Agency: Sunnyvale Public Library Amount: \$10,000
Project: To develop a process, prototype and marketing materials for providing customized research and document-delivery including on-line searching and information retrieval. The proposed budget staff time for planning and training operational staff, product design and marketing materials.

Agency: Employment Development Department/Labor Market Information Division
Amount: \$ 6,250
Project: To develop prototypes and marketing materials to offer customized labor market information to meet individual business needs. Anticipated customers might use this information for developing business, marketing and/or sales plans, economic forecasting, etc. Proposed funding includes staffing time to develop the prototypes and a marketing mailer, presentation of materials to a focus group, and a direct mail campaign.

Agency: Occupational Training Institute Amount: \$ 7,400
Project: To provide individualized, career, employment and special needs advisement and counseling services for training seekers, focusing on employers' needs for incumbent workers. This service includes but is not limited to identification of each individual's capabilities and training goals, determination of appropriate classes, VIP course registration and continuous support, provision of all required textbooks and classroom materials, assistance with referrals for other support services, and opportunities for placement services as appropriate. Requested funds are for staff time, marketing materials, mailing costs and focus group planning sessions and materials.